“There is always a better way“(*)

From talent to passion

Marc Hufkens –
Deputy CEO & Human Capital Manager

Leon Donders
Plant Manager

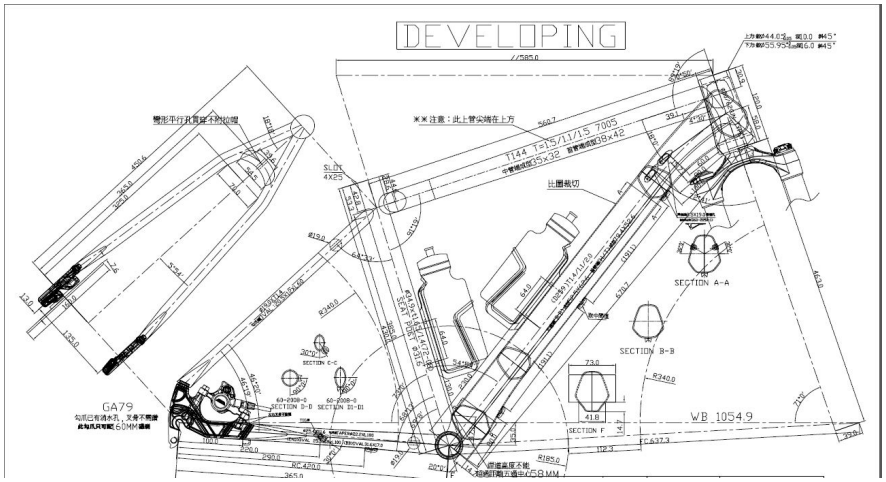
(*) Jochim Aerts

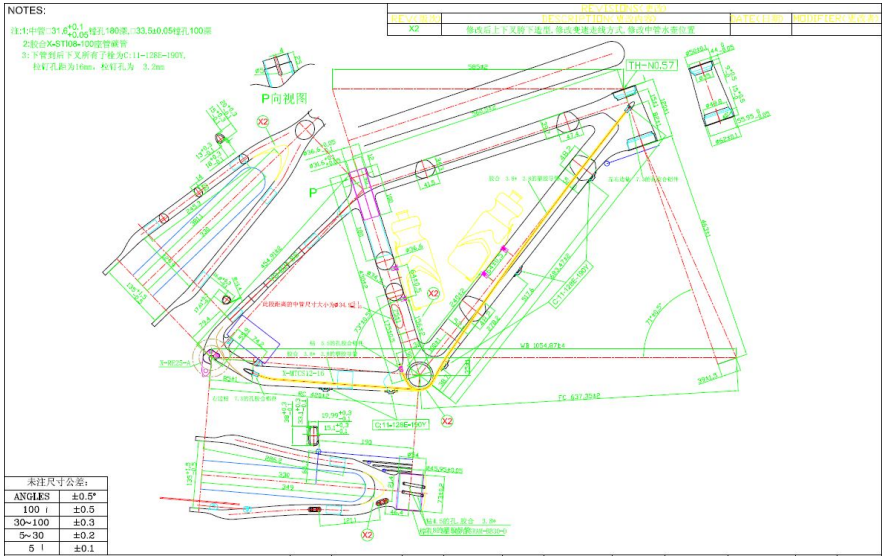
RIDLEY

WWW.RIDLEY-BIKES.COM | TWITTER.COM/RIDLEY_BIKES | FACEBOOK.COM/RIDLEYBIKES

Lotto BELISOL
Belgian Cycling Project

Collection 2013





www.ridley-bikes.com

Ridley – bikes - Belgium

Development – Manufacturing – bicycles

Road Race – Mountain bike – X-Cross

Since 5 year worldwide technological leadership

1990 Founding of the company by Jochim Aerts – CEO

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1997
Birth of Ridley as own brand

87 Employees worldwide

25 mio Euro turn-over

Export to 46 countries

Ridley's Social Innovation Roadmap

06-2011	Start **ESF-project** "Human oriented enterprising" Cooperation with **ESF- Flanders Agency**
09-2011	ESF-support from **Flanders Synergy** – competention pool
06-2012	Award **"Meest sociaal innovatief bedrijf van Vlaanderen"** Organized by **Sebeco** and intro to "Social Innovation" by Professor **Henk Volberda** – **Erasmus University Rotterdam**
07-2012	Conscious social innovative management and start open innovation
09-2012	Start **Bike Valley Project** (cluster – open innovation)
10-2012	**Flanders Synergy** : Introduction to Relational Coordination by Professor **Jody Hoffer Gittel** (keynote speaker FS congress)
11-2012	**Relational coordination** in harmony with **Social Innovation**.

Ridley - recipe

-Step 1 :

Definition of core values

-Step 2

Recruitment on Relational Coördination skills

-Step 3 :

Social Innovation adopted in the strategy

CIE Kore values Ridley:
Commitment – **I**ntegrity - **E**ntrepreneurship

Our professionalism is based on our rich experience in building and selling high-end racing bikes. From this core, we will grow, and we continue to build an **energetic organization** that is always ready for its customers.

Our customers are most important !

. From this core, we will grow, and we continue to build an **energetic organization** that is always ready for its customers.

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Relational Coördination or organizing the unthinkable

The difference in **quality** between two ways to match on each other :

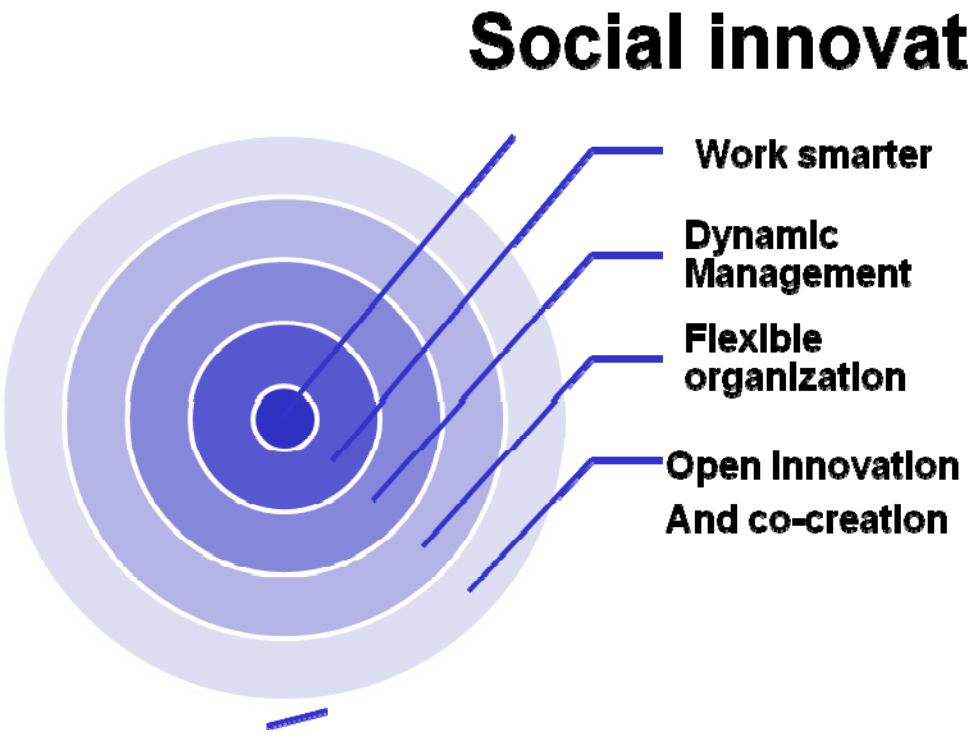
The difference in 'organizational coördination' and 'relational coördination'

Relational coördination carries four dimensions on communication: **frequent, timely, accurate and problem solving**.

Three relational dimensions: **Sharing knowledge, goals and mutual respect** (= also CIE !)

Social Innovation =

Key to right to exist and future of all orgnizations.



Never underestimate the power of social innovation…. cfr Prof Henk Volberda

Fasten your seatbelts !

Net profit growth	+26%
Employees satisfaction	+20%
New customer growth	+22%
Return on own capital	+21%
Marketshare growth	+20%
Turnover growth	+19%

Due to social innovation growing from talent to passion management

Ridley is **decisive**. Efficient, results-oriented action.

Ridley is **innovative**. We come with surprising solutions and ideas.

Ridley is **future oriented**. We dare to look ahead.

Internal entrepreneurship means that not everything depends on what the top of the company is deciding, but also what can be made by each employee. Everyone feels co-owner of Race Productions as a whole.

We will do everything to explore the best in each other, creating a challenging environment in which **talented people** want to work filled with passion.

Examples of “Work smarter”

“**Improvement teams**” based on PDCA system to meet commitment by managing bottom-up

Have trust in your employees.
Accept mistakes and use it for lessons learned to organize growth.

Control is OK, trust is better !

Example “Flexible organization”

Keep your organizational chart as flat as possible.

Manage on results, not on attending or strict procedures.

Invite and stimulate a self-learning organization by demanding solutions from your employees with every problem served to the supervisor.

Example “Dynamic managing”

Act as a coach, not as expert !

The only way to grow a business long term ... is to grow the people in it ...

Examples “Open innovation”

Oct 2010 : **GUM Project**

Green Urban Mobility Project

(Recticel, Ocas, Ridley, Hegghe, Zwecko, ACB, Flanders Drive)

Sept 2012 : **Bike Valley Project**

Katalysator- magnet en cross pollination :

-Attract HiPo’s / bicycle entrepreneurs wordwide.
-Live, life and work in Limburg with attractive circumstances
-Anchor for supremacy on bike-tech and authenticity
-Open innovation R & D + HR + Marketing + Logistics + …..

RIDLEY

RIDLEY

energy lab

LAZER

BIO RACER speedwear

Minerva

CIRCUIT Zolder

BIKEVALLEY

Innovatiecentrum Limburg

provincie Limburg

met steun van limburg.be

voka Kamer van Koophandel Limburg

FLANDERS' DRIVE

Thank you for listening.